



Measure N Education Improvement Plan Implementation Assessment

Measure N Implementation Process: 2017-18 Measure N Plan

Oakland Technical High School

Checklist of Required Elements:

- ✓ Submitted Measure N Education Improvement Plan (SPSA)
- ✓ Submitted Measure N Budget for 2017-18
- ✓ Submitted Measure N Self Assessment
- ✓ Submitted Measure N Presentation
- ✓ Submitted Program of Study
- ✓ Presented to Measure N Commission

Criteria 1: Measure N Overall Pathway Assessment: Has the School Developed the 4 Essential Elements of a Linked Learning Pathway?
 (NOTE: If you do not receive a 4 in this category, the highest final recommendation you can receive is “Developing” and the final recommendation will reflect quality of the plan and the alignment of expenditures to build out Linked Learning Pathways.)

Category	Full Implementation 4	Developing 3	Planning 2	No Implementation 1
Evidence of Comprehensive Pathway Program (Measure N Self Assessment) <ul style="list-style-type: none"> ● Rigorous Academics Integrated in Pathway ● Integrated Students Supports ● Work Based Learning ● Industry Theme and CTE Sequence 	Score: 3 Rationale: The school is moving in the direction of developing Linked Learning Pathways with the launch of the pathway. The school needs to develop a clear 3 year plan with milestones and benchmarks, community engagement, clear communications, and supports. With turnover in the Health Academy and the new Law Academy, it will be key to support and nurture the new teaching staff to ensure coherence.			



Criteria 2: Quality of the Measure N Education Improvement Plan (SPSA)				
Category	Excelling 4	Meeting 3	Approaching 2	Beginning 1
<p>Implementation and Progress Monitoring</p> <ul style="list-style-type: none"> • Work plan Identifies how key stakeholder groups will be involved in implementation of the plan, how they will be supported, and accountability structures for ensuring quality implementation • Work plan leads to cycles of inquiry and continuous improvement for the school community • Implementation includes a realistic timeline and “project management” plan including adequate and persisting resources to support key goals and strategies • Work plan is embedded into a well articulated team structure for the school site to distribute leadership across the school community • The school/pathway has developed a plan and procedures for entering into a cycle of continuous improvement with leadership and pathway teams charged with implementing the plan • A clear cycle of continuous improvement is embodied in the focus on Design, Continuous Improvement of Signature Practices, and Instructional Strategies that are the foci for the school site’s SPSA 	<p>Score: 2.5</p> <p>Rationale: In reviewing the site proposal, there are many different initiatives that the school is undertaking that are not aligned. In order to successfully implement and progress monitor each area, the school needs a clear plan for weaving together each of the pieces. In addition, the school needs to integrate and take responsibility over the change management process. The school needs to develop a work plan is embedded into a well articulated team structure for the school site to distribute leadership across the school community</p>			
<p>Coherence (Measured by alignment of plan)</p> <ul style="list-style-type: none"> • Site leadership is redesigning larger school structures, systems, and processes to support quality pathway development • Site leadership and staff understand pathway development plans and the role they play in ensuring the implementation of these plans 	<p>Score: 2</p> <p>Rationale: The school needs to have a clear focus on establishing cohort integrity in each Linked Learning Pathways to truly benefit from the model. There is not alignment at all levels of the organization based on feedback from pathway leads and surfaced during site presentations. This is a key focus for next year. The school needs to integrate Paideia and honors classes clearly in the instructional plan and develop clear guidelines for the integration of the multiple course offerings. The school needs to have honest conversations about the value of student choice through individual classes or choice with respect to pathway selection. These two concepts are in contradiction often and the school can address this through a bell schedule change or a change in the master scheduling options.</p>			
<p>Root Causes for Outcomes</p> <ul style="list-style-type: none"> • Review of Measure N outcome data analysis that must address all 6 areas for reflection including cohort graduation rates, dropout rates, A-G rates, students who are not on track to graduation because they have D’s and F’s, student attrition, climate and culture indicators. • Schools and pathways have disaggregated data based on demographics to identify subgroups (LCAP) that are not achieving key outcome indicators. • Root Cause Analysis is a deep reflection of school site or pathway uncovering key issues that are impacting student achievement in each of the areas outlined. • Data includes Measure N Self-Assessment (rubric) against categories of Linked Learning Pathway Design criteria 	<p>Score: 4</p> <p>Rationale: The school is doing an amazing job at developing an equity framework for all students through the equity team. The next step for this process is to start linking the strategic actions to this work to ensure that all students have a quality experience in chosen pathways.</p>			



<p>Clear Theory of Action</p> <ul style="list-style-type: none">• Design Team has articulated a theory of action that bridges from their root cause analysis logically into their goals and strategies.• For large comprehensive schools, there is alignment between school site plan and pathway plans so that they complement each other.	<p>Score: 2.5</p> <p>Rationale: Pathways report having challenges to access their funds and the strategic actions being easily implemented based on lack of operational systems. The hiring of a Business Manager that supports the expenditures, contracts and teacher payment will be a key goal to next year. The necessary actions have happened in the budgeting, however, the implementation challenges to the theory of action are essential next steps for the school.</p>
<p>Strategies</p> <ul style="list-style-type: none">• Strategies meet the goals, are research based, and have proven effective for improving equitable student outcomes• Strategies are embedded in inquiry design so as to produce evidence of their enacting the theory of action and achieving the goals.• The school/pathway have articulated goals that: establish new practices to support student outcomes, current strategies that are effective in meeting Measure N outcomes, the purpose of Measure N, and the instructional focus for professional development in the upcoming year.	<p>Score: 3</p> <p>Rationale: Pathways report having challenges to access their funds and the strategic actions being easily implemented based on lack of operational systems. The hiring of a Business Manager that supports the expenditures, contracts and teacher payment will be a key goal to next year. The necessary actions have happened in the budgeting, however, the implementation challenges to the theory of action are essential next steps for the school.</p>
<p>Reflection and Continuous Improvement</p> <ul style="list-style-type: none">• Annually reviews and revises pathway-specific student learning outcomes in light of data on student performance and to ensure continued alignment with current expectations for college and career readiness and industry standards• Uses pathway-specific student learning outcomes to guide the design of the pathway program of study, curriculum, instruction, and assessment• Engages students, parents, and community members in the review and revision process• Reviews all available disaggregated data on student performance and progress on at least a quarterly basis to identify areas of pathway strength and areas needing improvement• Analyzes the impact of action items and develop an Implementation/Progress Monitoring plan to review at least semi-annually	<p>Score: 3</p> <p>Rationale: The school has disconnected and inconsistent strategies for reviewing data and engaging the community that need to be integrated in the sequence for the year. The school should work to integrate the equity data collected in the overall cycle of continuous improvement that the school community engages in each year with the pathways and school wide. The school needs to continue to focus on its efforts to support the small population of English Language Learners in the school.</p>



Criteria 3: Alignment of Funding to Linked Learning Criteria and SPSA

Category	Complaint & Aligned 4	Compliant Partially Aligned 3	Non-Compliant <ul style="list-style-type: none"> • Supplanting • Not Allowable 2	Missing 1
<p>Budget</p> <ul style="list-style-type: none"> • Expenditures must be clearly in support of and come from the logical thru line that is evident in the Education Improvement Plan (SPSA) • Expenditures should support and align to specific parts of your SPSA to support students and pathway development. All students receive benefit from Measure N Funding with the resources following the students directly students identified in the root cause analysis. • Expenditures should support the Theory of Action, should address the Root Cause Analysis, and should ensure the implementation of the Strategies in order to meet the Goals of your SPSA and the purpose of Measure N • Budget provides clear resources that are embodied in the school/pathways master schedule in clearly articulated ways. • Implementation includes a realistic timeline and “project management” plan including adequate and persisting resources to support it • Expenditures must be used to supplement (increase the level of services) and not supplant (replace) funds from any sources • Expenditures are in addition to, and not in place of, services that would otherwise be provided to participating students with state and local funds if Measure N funds were not available • Expenditures are not being used to cover the expenses of programmatic elements, staff salary, and costs that were previously being funded by the school 	<p>Score: 3</p> <p>Rationale: High level of alignment with most expenditures. Please see feedback below in the supplanting area and provide the necessary information. Continue to focus resource (time, people, and money) into the newly developed pathways to ensure that they have the necessary supports to grow the new pathway.</p>			

Final Recommendation	Funding
<p>Approval- Developing and Implementing Measure N Education Improvement Plan (SPSA) demonstrates school site is on track to developing career pathways in alignment with the purpose of Measure N and meeting the outcomes of Measure N.</p>	<p>Full Funding (\$850 per student) Site will receive feedback and recommendations to make a stronger plan and ensure the essential elements of a quality pathway are developed.</p> <p>Site will receive a follow up site visit from Linked Learning Office staff during the year.</p> <p>Site will provide a mid-year status update to the Linked Learning Office Staff that will then be reported to the Measure N Commission.</p>



Strengths:

- Oakland Tech has made a tremendous effort to engage in challenging conversations with respect to equity.
- Oakland Tech has a strong core of veteran teachers that provide amazing experiences for students and these teachers need to have a greater voice in the overall governance of the school.
- The school has an amazing demand for some of the programmatic offerings. The school needs to build out the outward communication about the quality of the pathway programs embedded in the school. This should include communication to prospective parents.

Key Questions/Recommendations:

1. How are you assessing and having conversations around the overall instructional quality embedded within the pathway?
2. How is the school working to connect with other law pathways to identify a Community of Practice that allows for the development of the pathway?
3. During several presentations, it is clear to the commission that there is not a unified administrative team, what is the administrative team going to do to create a unified plan for the school that includes a clear community engagement strategy.
4. Current pathways are saying the school day does not allow them to cohort and quality has been compromised. What will the process look like to address this issue?
5. How will the school work with the Welcome Center (Student Assignment Office) to develop clear procedures for students identifying interest in pathways when they register to attend Oakland Tech?

Possible Supplanting:

<p>Admin Coaching to build the capacity for the administrative team to manage the change process as the school develops wall to wall pathways. <i>What are the outcomes that you are planning on develop by getting the coaching for you administrative team? During the presentation, it was lifted up that there were challenges with the Administrative Team, please complete a clear plan for how the team will yield the student outcomes outlined by the Measure?</i></p>	<p>Measure N</p>	<p>\$50,000.00</p>
<p>Surplus <i>What is the intent for the surplus funding? What is the rationale for holding a reserve?</i></p>	<p>Measure N</p>	<p>\$63,500.00</p>
<p>4.0 FTE Student support specialist (4 positions) each dedicated to a pathway for intervention support <i>How will this align to the pathway structure and be tracked to provide intensive supports for students to ensure that they meet the Measure N outcomes?</i></p>	<p>Measure N</p>	<p>\$255,000.00</p>
<p>Release days for departments/semester</p>	<p>Measure N</p>	<p>\$37,500.00</p>



<p><i>How will this be aligned to the pathway development and what are the outcomes that you expect for the each of the departments? There will need to be a clear plan and calendar that articulates how this will support the development of the comprehensive Linked Learning program.</i></p>		
<p>Travel and Conferences as part of academy allocations (Curriculum development, student interventions) <i>Need to get a list of the conference and site visits that the pathways intend on visiting before the beginning of next year.</i></p>	<p>Measure N</p>	<p>\$0</p>

Next Steps:

What	Suggested Lead	Deliverable	Date
<p>Create clear administrative structures that align the school's resources to the overall SPSA and Measure N plan and the school needs to have a clear communication plan.</p>	<p>Principal</p>	<p>Administrative Organization Plan</p>	<p>August 1</p>
<p>Develop clear protocols for tracking students data, assigning care managers, RJ into the overall pathway plans so that school site has a clear plan and scope and sequence.</p>	<p>Culture and Climate Team</p>	<p>Culture and Climate Plan</p>	<p>June 30</p>
<p>Update budget justification items and provide deliverables to ensure that they are not supplanting or non-compliant use of funds.</p>	<p>Pathway Coach Principal</p>	<p>See Above</p>	<p>August 1</p>
<p>Develop a clear timeline and process for engaging the community over the development of pathways that includes the shift to bell schedule, pathway development, and policies around offering AP and Advanced Courses.</p>	<p>Principals</p>	<p>Clear Plan</p>	<p>August 15</p>